

**AMERICAN SAMOA COMMUNITY
COLLEGE**



Division of Institutional Effectiveness

**Standard Operating
Procedures Manual**



American Samoa Community College

Division of Institutional Effectiveness
Standard Operating Procedures (SOPs)

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Background

The Institutional Effectiveness Standard Operations Procedure Manual is a document created by the Division of Institutional Effectiveness for the main purpose of explaining IE processes and procedures. Through this manual, we hope to achieve better integration of institutional processes leading to institutional effectiveness. In accordance with Accreditation Standard I.B. for Institutional Effectiveness, it is part of IE's mission to:

“provide information necessary for improvement of academic programs and provision of administration services...by collecting, analyzing, and presenting data for decision making and program improvement.”

This manual provides the guidelines necessary to achieve **IE Outcomes**.

Outcome 1: Administrators, Faculty, and staff have access to accurate and timely institutional data collected by IE and reported in annual, quarterly, and semester publications.

Outcome 2: Students and stakeholders voice their opinions through surveys distributed by IE which are collected, compiled, and disseminated in a Student Opinion Report and program review surveys disseminated to students and staff.

Outcome 3: Administrators, faculty, and staff have access to a data management system to share, collaborate, and record evidence of institutional processes, reviews, and planning.

Outcome 4: The public is better informed of ASCC activities and accomplishments through ads, articles, and various publications prepared by IE.

Outcome 5: Students, staff and faculty have access to reports on Student Achievement and learning through reports and publication disseminated by IE.

SOP Definitions

The SOPs in this manual are defined as follows:

Title – The title for the particular SOP

Scope – Those involved with the SOP

Responsibility – Main person involved in carrying out the SOP

Policy – Policy which guides or justifies the SOP

Description – defines the SOP

Procedures- step by step guidelines for carrying out SOP



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IE Mission

The mission of the Office of Institutional Effectiveness is to support the college by providing information necessary for improvement of academic programs and provision of administration services. The office is responsible for collecting data for research and evaluation. It is also responsible for analyzing and presenting results for program planning.

The functions of IE are as follows:

1. Planning, research and evaluation that help to improve institutional effectiveness and the achievement of student learning;
2. Public relations that help to provide the community with information about the College affairs, through newsletters, press releases and other media;
3. Collecting, editing, organizing and disseminating of College documents and reports to the College community and stakeholders that help to ensure a culture of evidence and accountability

Standard I.B.: Institutional Effectiveness

I.B.1: The institution maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.

I.B.2: The institution sets goals to improve its effectiveness consistent with its stated purposes. The institution articulates its goals and states the objectives derived from them in measurable terms so that the degree to which they are achieved can be determined and widely discussed. The institutional members understand these goals and work collaboratively toward their achievement.

I.B.3: The institution assesses progress toward achieving its stated goals and makes decisions regarding the improvement of institutional effectiveness in an ongoing and systematic cycle of evaluation, integrated planning, resource allocation, implementation, and reevaluation. Evaluation is based on analyses of both quantitative and qualitative data.

I.B.4: The institution provides evidence that the planning process is broad-based, offers opportunities for input by appropriate constituencies, allocates necessary resources, and leads to improvement of institutional effectiveness.

I.B.5: The institution uses documented assessment results to communicate matters of quality assurance to appropriate constituencies.

I.B.6: The institution assures the effectiveness of its ongoing planning and resource allocation processes by systematically reviewing and modifying, as appropriate, all parts of the cycle, including institutional and other research efforts.



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Institutional Effectiveness Model





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DATA MANAGEMENT

SOP #	IE-0001	Responsibility:	All IE Staff
Title:	Data collection	Policy:	Standard 1:B:3, IE mission Statement, Outcome #1
Scope:	Institution	Review Date:	August 22, 2013

Description:

Data collection refers to all data collected by IE from any division within the institution. There is data which is regularly collected throughout the year e.g. enrollment, placements, transcripts etc. and some which are necessary for various reporting and requests. The procedures below apply to both situations.

Procedures:

1. All data collected from the various divisions (excluding survey data) must be requested using form *IE-RFI Request for Information* (see Appendix). The person asking for the data (requester) must describe on the form details of the data requested, the reason for the request and who they are requesting the data from (respondent).
2. The RFI must be approved by the IE Director. Once it has been approved, requester must make a copy of the RFI for IE files before forwarding to the respondent.
3. Requester must make sure to follow through with the request. Follow up depends on the size or the urgency of the data being requested. The requester must allow the appropriate amount of time for the respondent to furnish the data. Requester must note on the IE copy of RFI the outcome of the request and file copy in RFI Binder.



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SOP #	IE-0002	Responsibility:	IE personnel
Title:	Release of Data	Policy:	Standard 1:B:3, IE mission statement , Outcome #1
Scope:	Institution	Review Date:	August 22, 2013

Description:

This procedure refers to internal and external requests for data from IE.

Procedures:

1. All requests for data must be in writing either via official letterheads from organizations or government agencies or email requests. For internal requests, the IE-RFI (see Appendix) can be used but email is also sufficient. All requests should be addressed to IE Director.
2. Director will review requests and approve within a 24 hour period. After approval, request will be forwarded to the appropriate IE Staff member in charge of furnishing the data.
3. Turn-around time will depend on the size and urgency of the data being requested. Designated staff member is responsible for seeing the request through which includes contacting the requester by email including a cc to IE Director.
4. Issues or complaints about any step in the process or the validity of data furnished can be directed to IE Director who will follow up with designated staff member for clarification. Any discrepancies or errors will be corrected in a timely fashion.



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SOP #	IE-0003	Responsibility:	IE Personnel
Title:	Data Storage, maintenance, and protection.	Policy:	Standard 1:B:2 ,IE mission Statement, and Outcome #1
Scope:	IE Staff	Review Date:	August 22, 2013

Description

Data here refers to any type of data (hard or soft copy) collected by IE.

Procedures

1. To maintain confidentiality, all electronic files of data collected from the institution are to be stored on media devices which only IE personnel have access to.
2. All hard copies of data are to be filed in IE archives which only IE personnel have access to.
3. Data access and release of data (see Sop # IE-0002) are controlled by IE personnel.
4. Data (hard or soft copy) must be properly organized and maintained in files where they are easily retrieved and accessed by IE personnel only.
5. All IE personnel who collect, utilize, and distribute data are required to sign a confidentiality agreement (see Appendix)



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EVALUATION

SOP #	IE-0004	Responsibility:	Data Clerk I-Surveys
Title:	Distribution, collection, and analysis of IE Surveys	Policy:	Standard 1:B:3, IE mission Statement , Outcome 2
Scope:	Academic Affairs	Review Date:	August 22, 2013

Description:

This procedure refers to surveys designed and distributed by IE for Institutional purposes.

Procedures:

Student Satisfaction Survey

The Student satisfaction Survey is a survey used to solicit student opinion about the Institution's surveys. This survey follows the Academic Calendar. It was pre-determined that the best time for students' opinions were during the middle of the semester thus they are distributed at this time. The survey is also distributed by Student Services to prospective graduates at the end of Spring and Fall semesters for comparison.

1. Obtain schedules from Academic Affairs on the number of students enrolled in each course. This is usually available by the time packets are prepared.
2. Prepare survey packets to be distributed to designated courses. It was decided that to avoid duplication, packets will be delivered to courses offered in the time-slot when most students are in class. This time slot is determined by the schedule mentioned in the first step of this SOP.
3. Before distribution, IE Director will notify VP of Academic and Student Affairs and/or Dean of Academic Affairs about distribution date and time. It was determined that results were best if surveys were distributed on the same day and at the same time.
4. Instructors are instructed on the packet to designate a student to turn in completed packets to IE or to a drop box available in the Security Office located at the main entrance.
5. After IE has received the completed for All designated courses, Data Clerk I for Surveys will input the data into the *Statistical Package for Social Science* (SPSS). It will take approximately three weeks to compile data.
6. Results will be entered into "Student Opinion Report" later disseminated to Administrators by the following semester.



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Course Evaluation Surveys

Course Evaluation surveys are designed to solicit student feedback on course dynamics with an emphasis on Student Learning outcomes. This survey is distributed toward the end of the semester and due by the end of instruction. The survey is two-fold also soliciting faculty opinion of the course.

1. Refer to calendar for the last day of instruction.
2. Prepare Course Evaluation packets for designated courses. (It was determined that all GEO courses will be surveyed at this time until further notice.)
3. Collect survey packets from student drop-off locations (same as Student Satisfaction Survey).
4. Data Clerk I for Surveys will enter the results from survey into SPSS. This will take **three weeks** to compile.
5. Results will be entered into “Student Opinion Report” later disseminated to Administrators by the following semester.



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REPORTING

SOP #	IE-0005	Responsibility:	Institutional Researcher
Title:	Compliance Assist	Policy:	Standard 1:B:2 ,IE mission Statement, and Outcome #3
Scope:	Deans and Directors	Review Date:	August 22, 2013

Description:

Compliance Assist (CA) is a fully integrated and comprehensive online solution for managing institutional research, planning, and accreditation needs. It is powered by Campus Labs, an online solutions company in Alpharetta, Georgia. The website designed for ASCC has three modules: Accreditation, Planning, and Program Review. CA is currently being used for Strategic Planning, Quarterly and Bi-weekly reporting. Instructions for reporting are given to designated users who have been given access to templates on the site. The site is managed and monitored by the Institutional Researcher. The following procedures are for requests to access CA.

Procedures:

1. If divisions or individuals within the institution wish to use CA, they may propose or request use of the site in writing (by email or memo) addressed to the IE Director. The request must include the reason for access and the intended use of CA for their reporting.
2. Depending on the use stated, a meeting will be scheduled for the individual or group who wish to use the site with the IE Director and Institutional Researcher to discuss logistics.
3. The Institutional Researcher will design templates on the site and prepare access for the designated individual or group. The IR will then host a training session to go over the template and access procedures.
4. The IR will continue to assist with access and use of CA until the individual or group have gained confidence with CA.



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SOP #	IE-0006	Responsibility:	Institutional Researcher
Title:	Quarterly Reports	Policy:	Standard 1:B:2 ,IE mission Statement, and Outcome #1 and 3
Scope:	Deans and Directors	Review Date:	August 22, 2013

Description

Every fiscal quarter, all divisions are required to submit a Quarterly report to IE. These reports focus on the expected outcomes developed by each division. The report is entered using Compliance Assist. Access and training for this report on Compliance Assist (CA) are conducted by the Institutional Researcher.

Procedures

1. At the end of each quarter, the IE director sends a reminder via email to all Deans and Directors to submit their Quarterly Reports.
2. All Deans and Directors are required to enter their Quarterly reports using CA (see SOP# IE-0005).
3. These reports are due every 15th of the month following the end of each quarter.
4. The Institutional Researcher is responsible for compiling or generating the quarterly report from CA.
5. Compiled Report is forwarded to the IE Communication/Press Officer for Review in Writing Mechanics and Structure.
6. Quarterly Report is sent for approval to the Director of IE.
7. The Institutional Quarterly Report is distributed mainly to the Board of Higher Education but is available for all administrators. Other designated staff members who are users on CA will only have access to their division's Quarterly Report.



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SOP #	IE-0007	Responsibility:	Institutional Researcher
Title:	Bi-weekly Reports	Policy:	Standard 1:B:2 ,IE mission Statement, and Outcomes #1 and3
Scope:	Deans and Directors	Review Date:	August 22, 2013

Description:

Bi-Weekly reports are reports required by the American Samoa Government from every Department and Authority of the Government which includes ASCC. These reports are due every two weeks.

Procedures:

1. Every Calendar pay-week for ASCC, divisions are required to submit a bi-weekly report to IE for compilation on every Friday of pay-week. These reports are entered using Compliance Assist (see SOP# IE-0005).
2. Formatting for this report is on CA. Divisions are required to report activities, challenges, and recommendations which was planned in the previous reporting period (2 weeks prior to the current reporting period) and also list a plan of events for the next reporting period (upcoming two weeks).
3. The Institutional Researcher is tasked with generating this report on CA for submission to ASG.
4. Compiled Report is forwarded to the IE Communication/Press Officer for Review in Writing Mechanics and Structure.
5. Bi-weekly Report reviewed by the IE Director.
6. Bi-weekly report must be approved by the ASCC President before it is sent to ASG. Report is sent via email to the Special Assistant to the Governor. Division heads have access to their reports on CA.



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SOP #	IE-0008	Responsibility:	Institutional Researcher
Title:	ASG Performance Report	Policy:	Standard 1:B:2 ,IE mission Statement, and Outcome #1
Scope:	Deans and Directors	Review Date:	August 22, 2013

Description:

All ASG departments, including ASCC, submit a Performance Report at the end of every quarter of the Fiscal Year.

Procedure:

1. The format for the report is always the same, and simply needs to be updated every three months. The data for the respective sections of the report need to be requested from the following sources within ASCC -
 - a) Capital Improvements – Vice President of Administration and Finance
 - b) Research – CNR
 - c) Programs Funded by Federal Grants – Vice President of Student and Academic Affairs
 - d) Accreditation – Vice President of Student and Academic Affairs
 - e) Program Accomplishments – Press Officer, and Admissions and Records for enrollment numbers and credit hours
 - f) Program Impediments – Consult with Vice Presidents
 - g) Program Resources – Chief Financial Officer
 - h) Personnel Resources – Human Resources Office
2. When all sections of the report have been updated, it is given to the President for executive approval.
3. Upon receipt of executive approval, a copy of the report is delivered to the ASG Budget Office in the EOB on or before the due date. Due dates are usually sent to the President's Office, who forward them to IE. In the absence of a provided due date, a good practice is to submit the report as soon as it's done, as there is no penalty for early submission.



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PUBLICATIONS

SOP #	IE-0009	Responsibility:	IE Research and Evaluation Unit
Title:	Fact Sheets/ Fact Books	Policy:	Standard 1:B:3, IE mission Statement, Outcome 5
Scope:	Institution	Review Date:	August 22, 2013

Description

Fact Sheets and Fact books are data publications for use by the institution for decision making.

Procedures

1. Data collected each semester for Fact Sheets and Fact books:

Data	From:
Enrollment Data	ARFAO
Placement Test Results	ARFAO
Graduate Transcripts	ARFAO
Developmental Courses -Pass/No PASS Rates	ARFAO

2. Data is compiled by IE Research and Evaluation team and organized for analysis.

3. The institutional Research analyzes and organizes data for presentation in the Fact sheet or Fact book.

4. The IR will then submit a draft to IE research team and to Admission, Registrar, and Financial Aid Director to verify data before submitting to IE Director.

5. The IE Director will review Fact Sheet or Fact Book before submitting to ASCC President for final approval. Institutional Researcher will correct any errors and make changes if recommended by the Director or the President.

6. After approval from the ASCC President, the publication is forwarded to administrators, faculty and staff by email. Hard copies and e-copies are available upon request from those other than ASCC personnel.



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SOP #	IE-0010	Responsibility:	Communications Officer and Institutional Researcher
Title:	Annual Reports	Policy:	Standard 1:B:3, IE mission Statement and outcome #1
Scope:	Institution	Review Date:	August 22, 2013

Description:

Annual Reports are a publication of IE which is compiled every year. These are mainly used for external reporting to the local legislature during budget hearings and distributed during workshops or conferences attended by ASCC administration. This report runs by the Academic year beginning Fall semester to the Summer term in the consecutive year.

Procedures:

1. Press Officer edits articles written throughout the year in a condensed format for the Annual Report. Depending on the outline of the report to be published, additional information, articles, or publications from the institution may be collected to be added to the report.
2. The articles and photos are submitted to Institutional Researcher for layout and inclusion of institutional data.
3. The final draft of the Annual report is due before the end of the first quarter of the following Academic Year. Approval from ASCC president is required before the Annual report can be released to the public.
4. Annual Reports are regularly distributed to the Legislature for Budget Hearings and sometimes are distributed at workshops and conferences attended by ASCC administrators off-island.



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SOP #	IE-0011	Responsibility:	Press Officer and Data Clerk I
Title:	Connections Newsletter	Policy:	Standard 1:B:3, IE mission Statement, and outcome #4
Scope:	Institution	Review Date:	August 22, 2013

Description:

The connections newsletter is an IE publication which informs stakeholders about the developments at ASCC. Articles are written and edited by the Communications Officer. These are distributed the month following the end of each fiscal quarter to staff and faculty via email. Hard copies are also available for distribution upon request.

Procedures:

1. The Press Officer edits and condenses articles originally written for Press release during each quarter to be used in newsletter.
2. The Press Officer submits the articles to the Data Clerk I for layout. For stories or announcements not covered by Press Officer, divisions or individuals may submit articles or brief description of the activity or announcement to the Data Clerk I for inclusion.
3. Once layout is complete, a draft is submitted to the IE Director for review and approval for distribution. If changes are to be made, the IE Director will return the draft to the Data Clerk for corrections.
4. Once the newsletter is approved for distribution, Data Clerk will send a copy via email to staff and faculty.



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PRESS RELEASE

SOP #	IE-0012	Responsibility:	Press Officer
Title:	Publicizing an ASCC Event	Policy:	Standard 1:B:3, IE mission Statement, IE outcome #4
Scope:	Institution	Review Date:	August 22, 2013

Definition:

This SOP deals with the process of covering an ASCC event to produce an article for public release.

Procedures:

1. Press Officer gathers information on event. Works closely with person or department making request.
2. First draft of story is submitted to the requesting person or department, who are responsible for checking the story for accuracy.
3. With input gathered in Step 2, Press Officer creates final draft of story.
4. Final draft of story is submitted to requester(s), as well as, where applicable, department chair and vice presidents. Final draft is submitted to the IE Director for approval and finally to the President for executive approval.
5. In the midst of the above, Press Officer takes photos to go along with the story, or procures them from requesters.
6. Upon receipt of executive approval from President, Press Officer distributes story and photo to the ASCC Webmaster, local and other media.



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ASSESSMENT

SOP #	IE-0013	Responsibility:	IE Director and Staff
Title:	Divisional Assessment	Policy:	Standard (I:IB, II & III), IE mission Statement, IE Outcomes: 1, 2, 3, 4, & 5
Scope:	Institution	Review Date:	February 14, 2014

Description:

Divisional Assessments are used as a means for all divisions to periodically review themselves according to divisional outcomes and effectiveness. The survey should provide information necessary for academic programs and provision of administrative services to determine the quality of educational goals and services offered. The divisional assessment is comprehensive and systematic following an Annual Review Cycle. All faculty, staff, and administrators of each *Department/Program/Division* are required to participate in the completion of the Divisional Assessment Survey.

Procedures:

1. A schedule is generated and submitted for approval by the Director of IE to the Vice President of Administrative Services, Vice President of Academic and Student Affairs, and the ASCC President.
2. Once the schedule is approved and before disseminating the Divisional Assessment Survey, IE Director sends out an email to inform all Deans and Directors of the approved schedule for survey dissemination and due dates to encourage all staff/faculty participation.
3. The Survey is disseminated via email/Compliance Assist to all staff/faculty/administrators.
4. Surveys are compiled and organized by department/program/division.
 - a. Compiled Surveys will be returned to each department/program/division for self-review and analysis purposes.
 - b. A copy of each department/program/divisional-compiled survey will remain with IE for institutional analysis purposes.
5. The survey analysis compiled by IE will be submitted to both VPs' and President. A copy will be archived on Compliance Assist for institutional referencing.



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SOP #	IE - 0014	Responsibility:	Institution
Title:	Institutional Assessment	Policy:	Governance Policy Manual 3002
Scope:	Institution	Review Date:	July 30, 2014

Description: Student learning outcomes and assessment are ongoing, systematic and used for continuous quality improvement which include:

- Dialogue about student learning is ongoing, pervasive and robust.
- Evaluation of student learning outcomes processes.
- Evaluation and fine-tuning of organizational structures to support student learning is ongoing.
- Student learning improvement is a visible priority in all practices and structures across the college.
- Learning outcomes are specifically linked to program reviews.

Procedures:

Institutional Assessment Cycle of all Outcomes:

1. Assessing General Education Outcomes, Program Learning Outcomes, Course Learning Outcomes:

- a. Scope: Academic Programs & Departments
- b. Charge: Academic Deans: Dean of Academic Affairs, Dean of Student Services, Dean Teacher Education, Dean of Trades & Technology.
- c. Assessment Instruments & Cycle:
 - i. Courses: Semester based assessment
 1. Assessment Instrument:
 - a) Rubrics- Defined by Program/Department
 - ii. Program Learning Outcomes:
 1. Assessment Instrument:
 - a) Content Rubrics- Defined by Program/Department (Semester Based/Annually)
 - b) Student Achievement Report- Defined by Program/Department (Biennially)
 - iii. General Education Outcomes:
 1. Assessment Instrument:
 - a) Content Rubrics- Defined by General Education Faculty (Semester Based)
 - b) Student Achievement Report (Biennially)
 - c) Course Evaluations (Semester Based)

2. Assessing Divisional Learning Outcome Assessment:

- a. Scope: Academic and Administrative Divisions



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- b. Charge: Deans and Directors
 - c. Assessment Instruments & Cycle:
 - i. Divisional Quarter Reports:
 1. 1st Quarter Report (Quarterly)
 2. 2nd Quarter Report (Quarterly)
 3. 3rd Quarter Report (Quarterly)
 4. 4th Quarter Report (Quarterly)
 5. Divisional Outcome Summation (Annually)
 6. Divisional Standard Operating Procedures (Annually)
 - ii. Budget Planning:
 1. Budget Proposals (Annually)
 - iii. Divisional Assessment:
 1. Divisional Self Review (Annually)
 - iv. Bi-weekly Reports (Bi-weekly)
- 3. Assessing Institutional Learning Outcomes and Core Values:**
- a. Scope: Institution
 - b. Charge: President and Vice Presidents
 - c. Assessment Instruments and Cycle:
 - i. Institutional Learning Outcomes:
 1. Divisional Outcomes (Annually)
 - a) Assessment Instrument
 - Quarterly Reports
 - ii. Institutional Program Review (Biennially)
 1. Assessment Instruments:
 - a) Program Review Survey
 - b) Divisional Assessment Survey
 - iii. Institutional Assessment and Planning (Annually)
 1. Strategic Planning and Updates (Biennially)
 - a) Assessment Instruments:
 - Quarterly Reports
 - Divisional Assessment Analysis
 - Program Review Analysis
 - iv. ASCC Catalog (Biennially)
- 4. Mission Statement:**
- a. Scope: Institution
 - b. Charge: President, Board of Higher Education
 - c. Focus: Institutional Policies and Financial Stability



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INSTITUTIONAL PROGRAM REVIEW

SOP #	IE-0015	Responsibility:	IPECC
Title:	Institutional Program Review	Policy:	Governance Policy Manual 3002, 5118
Scope:	Institution	Review Date:	July 30, 2014

Description:

Program review processes are ongoing, systematic and used to assess and improve student learning and achievement. The institution reviews and refines its program review processes to improve institutional effectiveness. The results of program review are used to continually refine and improve program practices resulting in appropriate improvements in student achievement and learning.

Procedures:

- 1) Institutional Program Review Process:
 - a. Institutional Program Review (Biennially to coincide with ASCC Catalog cycle)
 - i. Instrument: Institutional Program Review Survey
 - ii. Implementation of Program Review Surveys (IE)
 - iii. Data is analyzed and reviewed.
 - iv. Program Review analysis is disseminated.
 - b. Divisional Assessment (Annually)
 - i. Instrument: Divisional Assessment Survey
 - ii. Implementation of Divisional Assessment Surveys (IE)
 - iii. Data is analyzed, reviewed, and categorized.
 - iv. Divisional Assessment analysis is disseminated to individual divisions.
 - c. Quarterly Reports (Semi-annual)
 - i. Instrument: Divisional Quarterly Reports
 - ii. Data is compiled from Compliance Assist semi-annually
 - iii. Data is analyzed and reviewed.
 - iv. Strategic Plan update reports are generated and disseminated.
- 2) Updates of Institutional Review Instruments:
 - a. Review of Institutional Program Review Survey: Biennially
 - b. Review of Divisional Assessment Survey: Biennially
 - c. Review of Quarterly Report Survey: Annually
- 3) Self-Evaluation of Institutional Effectiveness:
 - a. Mission Effectiveness
 - b. Student Learning Programs and Services
 - c. Resources
 - d. Governance



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INSTITUTIONAL PLANNING

SOP #	Institutional Policy - 003	Responsibility:	Institution
Title:	Institutional Planning	Policy:	Governance Policy Manual 5118
Scope:	Institution	Review Date:	July 30, 2014

Description: The institution uses ongoing and systematic evaluation and planning to refine its key processes and improve student learning. There is dialogue about institutional effectiveness that is ongoing, robust and pervasive; data and analyses are widely distributed and used throughout the institution.

There is ongoing review and adaptation of evaluation and planning processes.

There is consistent and continuous commitment to improving student learning; and educational effectiveness is a demonstrable priority in all planning structures and processes.

Procedures:

- 1) Institutional Dialogue:
 - a. BHE
 - b. Leadership Team
 - c. IPECC
 - d. Resource Management Committee
- 2) Committee Dialogue:
 - a. Curriculum Committee
 - b. General Education Committee
 - c. Assessment Planning Committee
 - d. Data Committee
 - e. Faculty Senate
- 3) Operational Dialogue:
 - a. Divisions
 - b. Programs
 - c. Departments